

**Minutes of the Workforce Committee
Thursday 15 February 2024 at 1pm via Teams**

Present: Ms Zoe Burns-Shore, Non-executive Director (Chair of the Committee)
Mrs Kaneez Khan, Non-executive Director
Mrs Joanna Forster Adams, Chief Operating Officer
Ms Nichola Sanderson, Director of Nursing and Professions
Mr Darren Skinner, Director of People and Organisational Development

In attendance: Mr Kieran Betts, Corporate Governance Officer (meeting support)
Mrs Clare Edwards, Associate Director for Corporate Governance
Mr Jonathan Hodgson, Internal Audit Manager, Audit Yorkshire (for item 6)
Ms Gemma Hudson, Medical Education Manager (for item 11)
Ms Vickie Lovett, Head of Medical Development and Operations (for item 11)
Mr Andrew McNichol, Head of People Analytics and Temporary Staffing
Mr Adam Maher, Practice Learning and Development Team Manager (for item 11)
Ms Victoria Small, Head of Wellbeing

Action

Welcome and Introduction

Ms Burns-Shore opened the meeting at 1pm and welcomed everyone.

24/001 Apologies for absence (agenda item 1)

Apologies had been received from Dr Chris Hosker, Medical Director, who is a member of the committee.

Apologies were also received from: Mrs Angela Earnshaw, Associate Director for People Resourcing and Organisational Development; Dr Frances Dodd, Associate Director for People Experience; and Ms Holly Tetley, Associate Director of Employment, who are attendees of the committee.

The Committee was quorate.

24/002 Declaration of any conflicts of interest in respect of agenda items (agenda item 2)

No one present declared any conflicts of interest in respect of agenda items.

24/003 Minutes of the meeting held on the 5 December 2023 (agenda item 3)

The Committee **agreed** that the minutes of the Workforce Committee meeting held on the 5 December 2023 were a true record.

24/004 Approval for the minutes of the meeting held on the 5 December 2023 to be uploaded to the Trust's external website (agenda item 3.1)

The Committee **agreed** that the minutes of the Workforce Committee meeting on 5 December 2023 were suitable to be uploaded to the Trust's external website.

24/005 Matters Arising (agenda item 4)

There were no matters arising.

24/006 Cumulative Action Log (agenda item 5)

The Committee confirmed that actions 199, 204 and 223 were complete and could be removed from the log. Mr Skinner provided an update on action 222, which related to the development of the workforce dataset for the committee. He explained that this work had been detached from the quality dashboard project as the timescales for the completion of the project were not appropriate. He informed the committee of work that would take place to develop a dataset for the committee using existing data. The committee noted the update provided and agreed to close the action.

The Committee **received** the action log and **noted** the updates provided.

Mr Hodgson joined the meeting.

24/007 Draft Internal Audit Plan for 2024-25 (agenda item 6)

Mr Hodgson presented the draft internal audit plan for 2024/25. Mr Skinner explained that the recruitment audit would be deferred until 2025/26 as the Trust was currently satisfied with the recruitment processes that were in place. The committee recognised the improvements that had been made in this area. Ms Sanderson noted the positive staffing position for nurses and allied health professionals and emphasised the importance of retaining the preceptees that had been hired in 2023. She outlined that the retention of staff was discussed regularly by the Safer Staffing Group and agreed to escalate any issues to the committee. Mr Skinner noted that the exit interview process had been reviewed and agreed to provide a report to the April 2024 committee meeting to share the data that had been collected from exit interviews.

DS

The committee noted that an audit on the appraisals process would be undertaken in 2024/25 to provide assurance on the systems, controls and checks in place. It queried how the Board could be assured on the quality of the appraisals being undertaken. Mr Skinner and Mr McNichol reassured the committee that random spot checks had been carried out which had found that effective personal development reviews were being undertaken consistently across the Trust.

The committee went on to query how it could be assured that the correct processes were being followed by managers, acknowledging that some managers may not have had management training or experience. Mr Hodgson advised that Audit Yorkshire could support this through an independent HR investigation. The committee requested further assurance on the support provided to managers to ensure they have the skills for a management role, including assurance on the training offer and policies that were in place. It was agreed that Ms Burns-Shore and Mr Skinner would have a discussion outside of the meeting to agree how this could be provided.

**ZBS /
DS**

The committee thanked Mr Hodgson for the report. It noted the audit topics identified for 2024/25 and was assured that the internal audit plan addressed the appropriate risk areas.

The committee **reviewed** the Draft Strategic Internal Audit Plan 2024/25 and was **assured** that it addressed the appropriate risk areas.

24/008 Future topics for internal audits (agenda item 6.1)

The committee did not suggest any future topics for internal audits.

Mr Hodgson left the meeting.

24/009 Board Assurance Framework (agenda item 7)

The committee reviewed the Board Assurance Framework (BAF) so that it could be mindful of its responsibility to assure that strategic risk three was being adequately controlled through the course of the meeting. Mrs Edwards informed the committee that, following a discussion at the Board of Directors meeting on 25 January 2024, the controls on the BAF were being updated.

The committee **reviewed** the Board Assurance Framework so that it could be mindful of its responsibility to assure that strategic risk three was being adequately controlled through the course of the meeting.

24/010 People and Organisational Development (POD) Governance Group Chair's Report (agenda item 8)

Mr Skinner presented the POD Governance Group Chair's Report. He provided an update on the Local Clinical Excellence Awards (LCEA), noting the number of applications that had been received from consultants. He explained that when the applications had been reviewed, it was found that a number of consultants were non-compliant with either their job plan or mandatory training. Mr Skinner reassured the committee that he had discussed this with the Medical Director and agreed a way forward to address this, with clear guidance being developed for consultants. The committee discussed this and agreed that an update on compliance should be provided at a future meeting.

DS

The committee noted the update provided on training around mediation and early resolution skills. It welcomed the approach taken in collaboration with the Mental Health, Learning Disabilities and Autism Collaborative on this work, and supported the aim for the Trust to become self-sufficient in delivering the training within 12 months.

Ms Burns-Shore asked for an update on the Trust's Reward and Recognition Plan for 2024 to be provided at a future meeting. Mr Skinner agreed but went on to explain that it was unlikely the Trust would be able to run many initiatives in 2024 due to the financial pressures of the NHS. The committee acknowledged the value of employee recognition and noted that staff would feel the loss, as the recognition initiatives had been very well received over the last few years. Ms Burns-Shore asked committee members to consider how the Trust could be creative to develop recognition schemes without high costs.

DS/TN

The committee thanked Mr Skinner for the report and was assured by the updates provided.

The Committee was **assured** by the updates provided.

24/011 Update on national, regional, and local networking (agenda item 8.1)

Mr Skinner provided an update on the following topics:

- junior doctor strike action that would take place from 24 February 2024 until 28 February 2024
- a re-ballot for junior doctors that was currently taking place to extend the mandate period to 19 September 2024
- work that was being carried out nationally to streamline the derogation process
- legislation that had been developed that specified minimum service levels, which would protect the Trust during future periods of industrial action
- the expansion programme for medical placements for doctors in training
- a potential funding boost for apprenticeships in 2025/26
- the Flexible Working Bill that would come into force on 6 April 2024.

The Committee **noted** the updates provided.

24/012 Workforce Performance Report (agenda item 9)

Please see confidential annex for more information.

24/013 Wellbeing Guardian Report (agenda item 10)

Ms Small presented the Wellbeing Guardian Report. The committee reviewed the data provided. It was pleased to hear about the health and wellbeing assessments that were being offered to staff, which included a physical health check and a lifestyle questionnaire. The committee noted that the areas with the highest percentage of sickness absence were inpatient wards and queried whether individuals who can work from home could be working while unwell. Ms Small agreed to monitor this.

Ms Small provided an update on the work that was being carried out in relation to the Sexual Safety Charter, noting this related to staff only. She outlined that figures from the 2023 staff survey questions that asked staff whether they had been the target of unwanted behaviour of a sexual nature in the workplace, from service users, members of the public or colleagues, were higher for bank staff than substantive staff. She agreed to circulate the figures outside of the meeting. The committee suggested that there was more work to do regarding the health and wellbeing offer for bank staff.

VS

Ms Small went on to inform the committee that she would be undertaking a strategic review of the health and wellbeing offer across the Trust, to both map successes and identify gaps, with the aim of developing a new health and wellbeing strategy. She noted that the review should be completed by the end of quarter one in 2024/25 and confirmed that progress updates would be included in future reports. The committee thanked Ms Small for the report and was assured on the work that was taking place across the Trust to improve staff health and wellbeing.

The Committee **received** the Wellbeing Guardian Report and was **assured** on the work that was taking place across the Trust to improve staff health and wellbeing.

Mr Maher, Ms Lovett and Ms Hudson joined the meeting.

24/014 Report on feedback and experiences from placement students (agenda item 11)

Mr Maher, Ms Hudson and Ms Lovett presented a paper which summarised the work undertaken by a number of teams to ensure the Trust provides high quality learning environments for all learners across the organisation. The committee was informed that, during the 2022/23 academic year, the Trust had 215 second year students, 128 fourth year medical students and 6 post final year assistantships on placement. Mr Maher highlighted the work around virtual placements and paramedic placements. He also advised the committee that recent figures from UCAS had shown a reduction in applications for adult and mental health nursing for 2024.

The committee noted the content of the report. It welcomed the innovative approaches to supporting students and acknowledged the impact this had. The committee thanked Mr Maher, Ms Hudson and Ms Lovett for the report. It agreed that it was assured that the Trust had robust mechanisms in place to support all

learners and educators in the Trust and assure the quality of its clinical learning environments.

The Committee **reviewed** a paper which summarised the work undertaken to ensure the Trust provides high quality learning environments for all learners across the organisation. It was **assured** that the Trust had robust mechanisms in place to support all learners and educators in the Trust and assure the quality of its clinical learning environments.

Mr Maher, Ms Lovett and Ms Hudson left the meeting.

24/015 Review of the Workforce Committee Terms of Reference (agenda item 12)

The Committee **reviewed** and **approved** its Terms of Reference.

24/016 Key messages and/or any matters to be escalated to the Board of Directors or other Board subcommittees (agenda item 13)

The committee **agreed** that the following areas of discussion should be shared with the Board of Directors:

Issues to advise the Board on:

- The committee received the Wellbeing Guardian Report and an update on the outcomes from the 2023 staff survey questions that asked staff whether they had been the target of unwanted behaviour of a sexual nature in the workplace from service users, members of the public or colleagues. It noted that the figures were higher for bank staff than substantive staff and suggested that there was more work to do regarding the health and wellbeing offer for bank staff.

Issues to which the Board needs to be alerted:

- No issues to which the Board needs to be alerted.

Things on which the Board is to be assured:

- The committee reviewed strategic risk three on the Board Assurance Framework so that it could be mindful of its responsibility to assure that the risk was being adequately controlled through the course of the meeting.
- The Committee reviewed a paper which summarised the work undertaken to ensure the Trust provides high quality learning environments for all learners across the organisation. It was assured that the Trust had robust mechanisms in place to support all learners and educators in the Trust and assure the quality of its clinical learning environments.
- The committee reviewed the Draft Strategic Internal Audit Plan 2024/25 and was assured that it addressed the appropriate risk areas.

24/017 Any other business (agenda item 14)

The Committee did not discuss any other business.